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Approved For Release 2003/04/29 : CIA-RDP84-00780R005800110004-5

DD/A Registry
File 04M-1-4

DD/M&S 74-1551

18 MAY 1974

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, ISAS
Chief, CIA Historical Staff

SUBJECT : Management Conferences - FY 1975

REFERENCE : DD/M&S Administrative Instruction No. 73-17
dated 13 July 1973

1. After considering alternative suggestions, I have decided to schedule quarterly management conferences to review objectives during FY 1975. The instructions contained in Reference for submission of pre-conference materials will continue to apply as they have during FY 1974.

2. While conferences during FY 1975 will focus primarily on DCI and Deputy Director level objectives and related action plans, there may be occasions when it would be useful to review and discuss the status of your Office level objectives. With that in mind, and as a matter of general information and interest, you are requested to submit a list of your FY 1975 and FY 1976 Office level objectives by 1 June 1974. Action plans for Office level objectives need not be submitted unless or until one or more of them is placed on the agenda for discussion at a quarterly conference. Office level objectives should be scheduled for review whenever there is a problem, having inter-Office or inter-Directorate implications which you think I should know about or be able to assist with resolving.

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3. Attached are the agreed upon DCI and Deputy Director level objectives you are responsible for achieving and reporting on during the FY 1975 conferences. Copies of DCI and DD level objectives for all other Offices of the Directorate are also attached for your information.

4. The DD/M&S Plans Staff will transmit to and discuss with your Planning Officers procedural aspects including: FY 1975 management conference schedule; explanation of the objectives numbering system; and my preferred action plan/milestone chart format for reporting purposes.

/s/ Harold L. Brownman

HAROLD L. BROWNMEN
Deputy Director
for
Management and Services

Atts.

DDM&S/PS:MJR:kp/ (1 May 74)

Distribution:

- 0 - D/OC w/Atts.
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Office of Communications
FY 1975/76 Objectives

DCI Level

- A57901 Develop during FY 1975, for the major services performed by Office of Communications, systems to provide an efficient costing methodology applicable to the users of such services. (The goal is to make users aware as to what services cost rather than have them actually budget for the services.)
- A57902 During FY 1975-76 undertake the upgrading and expansion of the Agency secure voice system, particularly in the Washington Metro area. This effort will include an investigation of alternatives, developing cost/benefit analyses for each, with a recommended course of action for management consideration. The ultimate goal is to provide a secure voice instrument on each officer's desk.
- 25X1 A57903 By 30 June 1975 OC will complete the conversion of approximately [] (20 terminals installed) of the High Frequency radio communications network to the [] network. 25X1
- 25X1 A67901 By 30 June 1976 approximately [] (30 terminals installed) of the High Frequency communications network will be converted to the [] network. 25X1

Deputy Director Level

- B57901 By 31 March 1975 develop a contingency plan for alternative backup for the [] system. 25X1
- B57902 With the aid of PMCD evaluate from a zero base the continued justification for the [] contract positions assigned to [] Present 25X1
the results of the study by 31 March 1975. (Joint with Office of Personnel) 25X1
- B57903 Beginning in FY 1974, OC will undertake the automation of the Headquarters cable dissemination function. For the current and next two fiscal years, the estimated cost of attaining this objectives includes FY 1974 - [] 25X1

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- B57904 In FY 1975 OC will begin replacement of obsolescent teletype equipment at field installations with Computer Assisted Field Terminals (CAFT). Three systems are to be installed in FY 1975 and six additional system procured. Estimated cost:
- B57905 In FY 1975, OC will study the requirements for and feasibility of further automating field terminals beyond the capability of CAFT, and if feasible, prepare an implementation program (AFT).
- B57906 Should the Congress so act in FY 1975, develop plans for conversion to the metric system within six months after Congress acts on metric legislation.

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Action plans for the following objective require OC coordination:

Logistics B57806. By 30 November 1974 present a report of the first year impacts of the energy crisis on all Agency facilities, travel, transportation, etc., domestic and foreign. (OL is action agent, but with assistance from OC, OP re CPB and SSA/DDM&S concerning DDO related foreign impacts.)

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Office of Finance
FY 1975/76 Objectives

DCI Level

- A57701 Develop during FY 1975, for the major services performed by OF, systems to provide an efficient costing methodology applicable to the users of such services. (The goal is to make users aware of what services cost, not to have them actually budget for the services.)
- A67701 By 30 June 1976 have the priority MAP systems agreed to between OJCS and OF in operation.

Deputy Director Level

- B57701 Complete actuarial evaluation of CIARDS before 30 June 75.
- B57702 Make, during FY 1975, a comprehensive performance evaluation of payroll activities including an evaluation of customer satisfaction with the present services.
- B57703 Implement techniques developed in 1974 pilot program for utilization of contractors' records for determining the scope of audit for all cost-plus-fixed-fee contracts (FY 1975).
- B57704 Implement payrolling productivity improvement program as follow-on to work measurement techniques developed in FY 1974.
- B57705 Complete compilation and publication of a "Decision Digest" comprising significant policy decisions by the Director of Finance, General Counsel, Comptroller General, and other management officials which relate to general financial entitlements of employees (FY 1975).

B57706



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B57707 During FY 1975 identify the areas in which the scope of CSAD pre-award and post-award contract audit services should be modified or expanded to meet the needs of Agency procurement officials; establish methods of providing CSAD with periodic feedback on the value of services provided and suggestions for further improvements.

B57708



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B57709 Should the Congress so act in FY 1975, develop plans for conversion, where applicable, to the metric system within six months after the enactment of such legislation.

Action plans for the following objective require OF coordination:

OTR A57503. Develop by 30 June 1975 a curriculum of accounting, budgeting, and financial management courses tailored to Agency requirements (e.g., a key executives Budget Management Seminar) with initial offering to be made in the first quarter of FY 1976.

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Office of Joint Computer Support
FY 1975/76 Objectives

DCI Level

- A56501 Develop during FY 1975, for the major services performed by OJCS, a system to provide an efficient costing methodology applicable to the users of such services. (The goal is to make users aware of what services cost, not to have them actually budget for the services.)
- A56502 During FY 1975 and again in FY 1976 OJCS should plan for 20% increase in computer processing workload; a 5% increase in OJCS personnel resources; and a 10% increase in OJCS capital equipment resources. (Same percentage increases apply to FY 1975/FY 1974 and FY 1976/FY 1975.)
- A56503 In cooperation with the Office of the Comptroller, publish a Headquarters Regulation setting forth policy, responsibilities, and procedures concerned with the approval of Automatic Data Processing (ADP) proposals and the procurement of ADP equipment and services by 30 July 1974. (Joint with OL)
- A56504 By 31 January 1975 have the planned Data Access Centers (DAC) (Headquarters, Ames and Key) ready for operation.
- A66501 By 30 June 1976, have the priority MAP systems agreed to between OJCS and M&S Offices operating through the DAC's.
- A66502 Put into full operation by 1 January 1976 a mass storage system (ORACLE) for storing at least 200 billion bits of data on-line.

Deputy Director Level

- B56501 Develop a financial plan for capital equipment for the five year period 1974-1978.
- B56502 Develop in-house competence for maintaining and tuning GIM II system software by February 1975.

B56503 Should the Congress so act in FY 1975, develop plans for conversion to the metric system within six months after enactment of the legislation.

Action plans for the following objectives require OJCS coordination:

M&S Offices regarding MAP.

OTR B67503. Redesign the Agency Training Record by December 1975 to: collect relevant course data for a statistical data base; assist the registration process; and provide reports as required. (OTR is action agent with assistance from OJCS.)

Office of Logistics
FY 1975/76 Objectives

DCI Level

- A57801 Develop during FY 1975, for the major services performed by OL, systems to provide an efficient costing methodology applicable to the users of such services. (The goal is to make users aware of what services cost, not have them actually budget for the services.)
- A57802 Conduct a thorough study during FY 1975 (e.g., political, economic and environmental impacts) on the consolidation of Agency Metropolitan Washington holdings (except NPIC) at Langley. Present recommendations by 31 May 1975.
- A67801 By 30 June 1976 have the priority MAP systems agreed to between OJCS and OL in operation.

Deputy Director Level

- B57801 Study and assess raw and/or finished product materiel shortages within industry to identify actual or potential shortage areas which have impacted on or may impact on materiel requirements essential to Agency operations, and develop plans and alternatives for meeting Agency materiel needs to alleviate short supply situations during FY 1975-FY 1978. (Joint with other M&S Offices and other Directorates)
- B57802 Continue the analysis of energy resource requirements, revise and redesign conservation measures as necessary to assure the Agency is totally committed to the President's energy reduction program and that essential operations are not hindered during FY 1975-FY 1978. (Joint with other M&S Offices and other Directorates)
- B57803 During FY 1975 reduce the level of paper consumption within the Agency by five percent per capita. (Joint with ISAS. ISAS is action agent.)

B57804



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- B57805 By 30 November 1974 report on the impact of the energy crisis on the disposal of classified waste. (Joint with OS)
- B57806 By 30 November 1974 present a report of the first year impacts on all Agency facilities, travel, transportation, etc., domestic and foreign, of the energy crisis. (Joint with OC, OP re CPB input and SSA/DDM&S re foreign impacts.)
- B57807 Should the Congress so act during FY 1975, develop plans for conversion to the metric system within six months after such Congressional legislation.

Action plans for the following objective require OL coordination:

OJCS A56504. In cooperation with the Office of the Comptroller, publish an HR setting forth policy, responsibilities, and procedures concerned with the approval of Automatic Data Processing (ADP) proposals and the procurement of ADP equipment and services by 30 July 74.

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Office of Medical Services
FY 1975/76 Objectives

DCI Level

- A57201 Develop during FY 1975, for the major services performed by OMS, systems to provide an efficient costing methodology applicable to the users of such services. (The goal is to make users aware of what services cost, not to have them actually budget for the services.)
- A67201 By 30 June 1976 have the priority MAP systems agreed to between OJCS and OMS in operation.

Deputy Director Level

- B57201 Plan during FY 1974 in consultation and coordination with the Directors of Personnel and Training and other Agency elements as appropriate, and be prepared to service four to six requests during FY 1975, such as the establishment of an assessment program for the identification of potential managers; an executive development program for future managers; surveys of the employee population to determine perceptions, attitudes, satisfactions, etc.; and offer assistance as required to the individual career services.
- B57202 Through the Multiphasic Testing/Periodic Health Examination program provide in FY 1975 screening to 500 more (2,000 in FY 1975 vs. 1,500 in FY 1974) Agency employees not now seen on any recurring basis. Evaluate results and add to FY 1974 data base for evaluation of the system. (Joint with OJCS)
- B57203 By the end of FY 1975, with the assistance of the DD/M&S, utilize the Assessment Center technique to identify future leaders/managers in one Office (division in the DDO) of each Directorate.
- B57204 By 30 June 1975, with the aid of the OMS BSS program, develop procedures -- including appropriate "sensing devices" -- for assuring that the present fluid nature of behavioral norms in our society is appropriately considered in the selection of new employees. (Joint with OS and OP)

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- B57205 Through the auspices of the BSS program, arrange for the CIA Management Committee to examine some aspects of the Agency's subculture during FY 1975. Areas to be considered are: (1) to examine the impact of technology, especially computers, on the way people work and the resultant impact on Agency effectiveness; (2) to conduct a study as to whether or not there will be problems in preparing the Agency to accept minorities; (3) to conduct a study to determine the effect of anonymity on Agency personnel; and (4) to examine the psychological impact on staff-type personnel converted to non-official cover (this study would include inputs from Agency Regional Medical Officers as appropriate).
- B57206 Perform in FY 1975 at least 1,000 Annual or Executive Examinations with the actual number to be determined by the reconciliation of accounting under this program with the Multiphasic Testing and Periodic Health Examination Program.
- B57207 Should the Congress so act in FY 1975, develop plans for conversion to the metric system within six months after enactment of such legislation.

Action plans for the following objective require OMS coordination:

- OP B57602. By 31 December 1974, in conjunction with OS and OMS, reduce the pre-employment process to less than 60 days for high priority and minority applicant cases. (Pre-employment process means from receipt of Form 1152 (appointment action) in Staff Personnel Division to receipt of full medical and security approvals. Applicant Review Panel cases are excluded from this objective.)

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Office of Personnel
FY 1975/76 Objectives

DCI Level

- A57601 Develop during FY 1975, for the major services performed by OP, systems to provide an efficient costing methodology applicable to the users of such services. (The goal is to make users aware of what services cost, not to have them actually budget for the services.)
- A57602 By the end of FY 1975 to have implemented the Annual Personnel Plan (APP), as revised based on FY 1974 experience, whereby the planning data presented in the Directorate APP's effectively portray advanced personnel management planning in all essential areas of personnel management; provide a sound basis for advance M&S Directorate planning; and permit the evaluation of the effectiveness of personnel management implementation within the Agency.
- A57603 By the end of FY 1975 to have extended the Personnel Development Program (PDP), as revised based on FY 1974 experience, to include personnel development planning for all professional employees down through grade GS-09 level.
- A67601 By 30 June 1976 have the priority MAP systems agreed to between OJCS and OP in operation.

Deputy Director Level

- B57601 During FY 1975 review all career service APP's when completed to determine that career services' Black professional goals are consistent with DCI goals; advise management of inconsistencies.
- B57602 By 31 December 1974, in conjunction with OS and OMS, reduce the pre-employment process* to less than 60 days for high priority and minority applicant cases.
- B57603 By 31 August 1974 devise plan for implementation of PASG recommendations within the DD/M&S.

*Pre-employment process means from receipt of Form 1152 (appointment action) in Staff Personnel Division to receipt of full medical and security approvals. Applicant Review Panel cases are excluded from this objective.

- B57604 By 31 March 1975 reexamine and revalidate the one-grade-at-a-time Agency promotion policy; if a change is recommended, present a plan for change to be executed in FY 1976.
- 25X9 B57605 Evaluate from a zero base the continued justification for the [] contract positions assigned to the [] 25X1
25X1 []. Present the results of the study by 31 March 1975. (Joint with Office of Communications)
- B57606 Evaluate from a zero base the justification for the [] contract positions assigned to [] Present the results of the study by 31 May 1975. (Joint with Office of Training) 25X1
25X1
- B57607 Should the Congress so act in FY 1975, develop plans for conversion to the metric system within six months after enactment of legislation.

Action plans for the following objectives require OP coordination:

- OMS B57204. By 30 June 1975, with the aid of the OMS BSS program, develop procedures -- including appropriate "sensing devices" -- for assuring the present fluid nature of behavioral norms in our society is appropriately considered in the selection of new employees (OMS is action agent with OP and OS assisting.)
- OL B57806. By 30 November 1974 present a report on the first year impacts of the energy crisis on all Agency facilities, travel, transportation, etc., domestic and foreign. (OL is action agent with assistance from OC, OP re CPB data, and SSA/DDM&S re DDO-related foreign impacts.)

Office of Security
FY 1975/76 Objectives

DCI Level

- A57101 Develop during FY 1975, for the major services performed by the Office of Security, systems to provide an efficient costing methodology applicable to users of such services. (The goal is to make users aware of what services cost rather than have them actually budget for the services.)
- A57102 To install by the end of FY 1975 an access control system (badge machine) to further reduce the possibility of unauthorized entrance to the Headquarters building and ultimately save about \$56,000 per year in guard costs.
- A57103 Develop by 30 June 1975 a comprehensive plan which identifies ways of improving the physical security of the Headquarters compound through the location or development of a family of superior perimeter alarms, low light level closed circuit TV's and a system for the automated control of passenger vehicle entry. These security devices should achieve a resource savings through reduced building security requirements for interior vault construction and security containers.
- A57104 By 31 March 1975 have devices which will provide the principal physical security safeguards using secure doors, locks and safes in lieu of erecting masonry walls in future construction (after 1 April 1975) of secure areas in the Headquarters building.
- A67101 By 30 June 1976 have the priority MAP systems agreed to between OJCS and OS in operation.

Deputy Director Level

- B57101 Prepare a yearly report beginning with FY 1975 analyzing the world-wide hostile audio threat and progress made in controlling it.

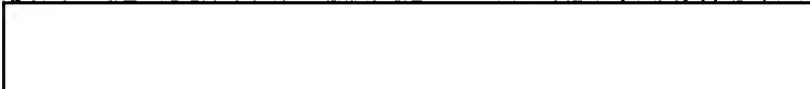
B57102



25X1

B57103

In the absence of any currently developed and superior mechanical alternatives to the polygraph, to complete during FY 1975 a study of the impact of a Congressional prohibition on the use of the polygraph



25X1

25X1

B57104

To complete during FY 1975 a study of the impact of the gasoline shortage and other aspects of the energy crisis on present field investigation and operational support methodology and develop possible alternatives.

B57105

To actively participate wherever possible during FY 1975 in a national level review of statutory and regulatory requirements for clearance actions and to review all procedures in the investigative and appraisal areas to assure continued high quality effort designed to improve the security of classified information through the personnel security selection process, and to identify, study and qualify all possible avenues to further streamline procedures in order to realize best possible efficiencies and economics.

B57106

To review and revalidate during FY 1975 each category of operational support in terms of those which should be retained, those which should be eliminated and those which should be handled by the benefiting operation components.

B57107

To improve during FY 1975 compartmentation security systems and procedures.

B57108

To explore during FY 1975 in conjunction with ORD/DDS&T means of preventing the unauthorized xerographic reproduction of classified materials.

B57109

Should the Congress so act, in FY 1975, develop plans for conversion to the metric system within six months after Congress acts on the metric legislation.

B67101

To fully implement during FY 1976 an automated control system for Agency Top Secret and other accountable material.

Action plans for the following objectives require OS coordination:

- OMS B57204. By 30 June 1975, with the aid of the OMS/BSS program, develop procedures -- including appropriate "sensing devices" -- for assuring the present fluid nature of behavioral norms in our society is appropriately considered in the selection of new employees. (OMS is action agent, with OP and OS assistance.)
- OL B57805. By 30 November 1974 report on the impact of the energy crisis on the disposal of classified waste. (OL is action agent with assistance from OS.)
- OP B57602. By 31 December 1974, in conjunction with OS and OMS, reduce the pre-employment process to less than 60 days for high priority and minority applicant cases. (Pre-employment process means from receipt of Form 1152 (appointment action) in Staff Personnel Division to receipt of full medical and security approvals. Applicant Review Panel cases are excluded from this objective.)

Office of Training
FY 1975/76 Objectives

DCI Level

- A57501 Develop during FY 1975, for the major services performed by Training, systems to provide an efficient costing methodology applicable to users of such services. (The goal is to make users aware of what services cost, not to have them actually budget for the services.)
- A57502 With the Office of the Comptroller, by the end of FY 1974 develop a program and by the end of FY 1975 orient in depth all Agency Operating Officials and their key line managers in MBO as applied by the Agency -- allowing for Directorate variance in use of MBO.
- A57503 Develop by 30 June 1975 a curriculum of accounting, budgeting and financial management courses tailored to Agency requirements (e.g., a key executives Budget Management Seminar) with initial offerings to be made in the first quarter of FY 1976. (Joint with OF)

Deputy Director Level

- B57501 Implement by the end of CY 74 a program of research and study of the intelligence process and introduce a new format for the discussion of important substantive and procedural issues in intelligence.
- B57502 Complete by the end of FY 75 the systematic review of OTR's curriculum and prepare recommendations for needed changes.
- B57503 Establish a Media Center in the Headquarters building by the end of FY 75, contingent upon the acquiring of space, to provide facilities for the Self-Study Program, the University of Maryland Instructional Television Network program, the Language Laboratory, and OJCS Self-Study program, and related programs.
- B57504 As part of the Language Development Program, analyze operating component needs to fill language designated positions with qualified personnel with particular emphasis on DO overseas positions during FY 1975.

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- B57505 By the end of FY 75, establish a systematic plan for collection of data, resulting in the establishment of a data base for tabulating trends, calculating requirements, maintaining history, and reporting on current status.
- B57506 Complete by the end of CY 74 training profiles for the major career paths in each Directorate.
- B57507 Beginning in FY 75, select about CT's (total of annually) twice a year from a maximum of applicant files placed in process at any one time. 25X1
25X1
- B57508 By the end of FY 75, conduct a conclusive study of the cost effectiveness of maintaining the (PMCD/OP to aid in evaluating staff and contract positions.) 25X1
25X1
- B57509 In FY 75 and FY 76 develop courses with other Offices of the Agency, in areas other than Finance, where feasible and where there is a need (e.g., with OER).
- B57510 Should the Congress so act in FY 1975, develop plans for training needed by Agency employees to ease the conversion to the metric system. Within six months after Congress inacts such legislation begin implementing the plans.
- B67501 Examine the training activities of OTR on the basis of cost effectiveness and prepare cost evaluations of all courses given by OTR Units by the end of FY 76.
- B67502 By the end of CY 75, conduct a thorough review of OTR's professional competence and devise a long range plan for ensuring that OTR develops, replaces, or maintains continuity of its professional personnel requirements.
- B67503 Redesign the Agency Training Board by December 1975 to: collect relevant course data for a statistical data base, assist the registration process, and provide reports as required. (Joint with OJCS)

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Attachment to
DD/M&S 74-1551

ISAS FY 1975/76 OBJECTIVES

DCI Level

- A57001 Develop during FY 1975, for the major services performed by ISAS, systems to provide an efficient costing methodology applicable to the users of such services (the goal being to make users aware as to what services cost rather than have users actually budget for the services).
- A57002 Manage Agency utilization of copier/duplicator equipment, including rentals and supplies, to achieve an overall cost reduction of eight percent, measured in terms of 1973 dollars. At the same time, identify and quantify the users of such equipment, and from this data, devise an equitable and efficient costing methodology applicable to the users. These same goals will carry forward into FY 1976.
- A57003 By the end of FY 1975 establish three experimental Word Processing Centers in the Metro Washington area.
- A67001 During FY 1976 evaluate the costs and benefits of the Word Processing Centers and present recommendations on the future utilization of WPC's by the Agency by 30 April 1976.

Deputy Director Level

- B57001 During FY 1975 reduce the level of paper consumption within the Agency by five percent per capita. (Joint with OL)
- B57002 Establish a stringent forms review program to eliminate duplicate or redundant forms. The goal for FY 1975 will be to reduce the forms inventory by five percent while simultaneously increasing the use of standard forms by two percent. These same goals will carry forward into FY 1976.
- B57003 By 31 March 1975 complete a study and present a recommended solution and alternatives regarding the problems of the current Agency correspondence system.

- B57004 During FY 1975 ensure that, on average, the Agency's Records Management Officers provide the Agency with a return on investment equal to the salaries paid all RMO's.
- B57005 Should the Congress so act in FY 1975, develop plans for conversion to the metric system within six months after Congress acts on the metric legislation.
- B67001 During FY 1976, on average, ensure Agency RMO's give the Agency a 150% return on investment.

Action plans for the following objectives require ISAS coordination:

- History Staff B57007. During FY 1975 integrate History Staff holdings with the Agency Archives system.
- B57009. During FY 1975 review declassification procedures for Agency histories against the contingency that we may be required to release some histories, sooner rather than later.

CIA Historical Staff
FY 1975 Objectives

DCI Level

A57004 Develop during FY 1975, for the major services performed by the History Staff, system(s) to provide an efficient costing methodology applicable to the users of such services. (The goal is to make users aware of what services cost rather than have users actually budget for the services.)

Deputy Director Level

B57005 During FY 1975 evaluate the progress and fix deadlines for completion of research, chronologies, and a set number of chapters for each writer/researcher assigned to one of the 17 topics approved by the Management Committee.

B57007 During FY 1975 continue the oral history program interviews begun in FY 1974, evaluate oral contributions and revise list of oral history interviews to be conducted in FY 1975-76.

B57008 During FY 1975 integrate the History Staff holdings with the Agency Archives system (Joint with ISAS).

B57009 During FY 1975, in coordination with the Deputy Directors, establish firm guidelines for use of Agency histories by Studies in Intelligence and the Office of Training.

B57010 During FY 1975 review declassification procedures for Agency histories against the contingency that we may be required to release some histories, sooner rather than later. (Joint with ISAS)

B57011 In FY 1975 establish a small, unclassified reference room of reading and mementos for general Agency use.

OJCS 74-2062
DDM&S Registry
File Q+M-14

OJCS-781-74
6 June 1974

MEMORANDUM FOR: Deputy Director for Management and
Services

SUBJECT : FY-75 and FY-76 Office Level Objectives

REFERENCE : Memo fm DDM&S, dtd 13 May 74, Subj:
Management Conference - FY 1975
(DDM&S-74-1551)

Attached are the Office level objectives on which we shall
be working during FY-75 and FY-76.



HARRY E. FITZWATER
Director of Joint Computer Support

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Attachments

Distribution:

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INDEX TO OJCS OFFICE-LEVEL OBJECTIVES BY DIVISION

SED	USD	OD	AD
1. VM/370-CMS Software (31 Oct 74)	1. VM/370-CMS Training (31 Oct 74)	1. VM/370 Production (30 Nov 74)	1. VM/370-CMS Conversion (30 Nov 74)
2. ASP 3.1 Software (31 Dec 74)	2. ASP 3.1 Training (31 Dec 74)	2. ASP 3.1 Production (30 Apr 75)	2. ASP 3.1 Conversion (30 Mar 75)
3. ORACLE Preproduction Test (30 Apr 75)	3. ORACLE Training (30 Nov 75)	3. ORACLE Operation (30 Nov 75)	3. ORACLE Conversion (31 Dec 75)
4. VS 2 Software (31 Jul 76)	4. VS 2 Training (31 Jul 76)	4. VS 2 Production (30 Sept 76)	4. VS 2 Conversion (31 Aug 76)
	5. Training for Standard Labels and Cataloged Data Sets (31 Jul 74)	5. Tape Management System (31 Aug 74)	5. Conversion to Standard Labels and Cataloged Data Sets (31 Oct 74)
		6. GIM II Development/ Production (31 Aug 74)	6. Program Documentation (31 Dec 74)
		7. Resource Accounting (31 Mar 75)	7. Machine Readable Pro- gram Data (30 Nov 74)
			8. RCA Simulation (30 Jun 75)
			9. GIM II Terminal Cost (30 June 75)

SED OFFICE-LEVEL OBJECTIVES

1. VM/370 - CMS Software

By 31 October 1974 complete system generation and preproduction test of a VM/370 (Virtual Machine Facility) and an associated CMS (Conversational Monitor System) for use with the IBM 370/158-2.

2. ASP 3.1 Software

By 31 December 1974 complete system generation and preproduction test of ASP 3.1.

3. ORACLE Preproduction Test

By 30 April 1975 complete preproduction test of the .2 trillion bit mass storage system with VM/370 system software and the 370/158-2 computer.

4. VS 2 - Software

By 31 July 1976 complete development and preproduction test of VS 2.

USD OFFICE-LEVEL OBJECTIVES

1. VM/370 - CMS Training

By 31 October 1974 complete user and operator training for VM/370-CMS.

2. ASP 3.1 Training

By 31 December 1974 complete user and operator training for ASP 3.1.

3. ORACLE Training

By 30 November 1975 complete user and operator training for ORACLE.

4. VS 2 - Training

By 31 July 1976 complete user and operator training for VS 2.

5. Training for Standard Labels and Cataloged Data Sets

By 31 July 1974 complete training for user conversion to standard labels and cataloged data sets.

OD OFFICE-LEVEL OBJECTIVES

1. VM/370 Production

By 30 November 1974 complete installation of 370/158-2 and production test of VM/370.

2. ASP 3.1 Production

By 30 April 1975 complete production test of ASP 3.1

3. ORACLE Operation

By 30 November 1975 complete all Operations Division activities (facilities preparation, equipment installation, production testing, and operator training) to meet the DCI objective for an operational mass storage system (ORACLE) in January 1976.

4. VS 2 Production

By 30 September 1976 complete production test of VS 2.

5. Tape Management System

By 31 August 1974 have the Tape Management System in operation for those jobs being converted to standard labels and cataloged data sets.

6. GIMS II Development/Production

By 31 August 1974 provide separate computer facilities so that all development work on the GIMS II system software and GIMS II applications is handled on one system and all production processing for GIMS II applications is provided on another system.

7. Resource Accounting

By 31 March 1975 complete resource accounting projects for establishing new computer service rates, managing direct access storage, controlling equipment and supplies inventory, monitoring Computer Center costs.

AD OFFICE-LEVEL OBJECTIVES

1. Conversion to VM/370 - CMS
By 30 November 1974 complete necessary conversion activities in the Applications Division to utilize VM/370 - CMS.
2. Conversion to ASP - 3.1
By 30 March 1975 complete necessary conversion activities in the Applications Division to begin productive use of ASP 3.1.
3. Conversion to ORACLE
By 31 December 1975 complete necessary conversion activities in the Applications Division to begin productive use of ORACLE.
4. Conversion to VS 2
By 31 August 1976 complete necessary conversion activities in the Applications Division to begin productive use of VS 2.
5. Conversion to Standard Labels and Cataloged Data Sets
By 31 October 1974 complete the conversion of all batch production systems to standard tape labels and cataloged data sets.
6. Program Documentation
By 31 December 1974 complete the preparation of program documentation in the centralized documentation library.
7. Machine-Readable Program Data
By 30 November 1974 complete the assembly of machine-readable program data (source, load, and job control) for all batch production.
8. RCA 501 Simulation
By 30 June 1975 reduce the utilization of the RCA-501 simulator by 40 percent, a net decrease of 100 hours per month.
9. GIM II Terminal Session Cost
By 30 June 1975 investigate the feasibility of displaying a cost statement at the end of each terminal session for GIM II users and implement the solution, if found practical.

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DDM&S 74-~~3846~~

DD/M&S 74-2017

4 JUN 1974

MEMORANDUM FOR: Deputy Director for Management & Services
SUBJECT : Office of Personnel Level Objectives
for FY 1975/76
REFERENCE : DDM&S 74-1551 dtd 13 May 74, subj:
Management Conference - FY 1975

In accordance with your request in paragraph 2
of the Reference, attached is a list of my OP-level
Objectives for FY 1975 and FY 1976.

F. W. M. Janney
Director of Personnel

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OP LEVEL
FY 1975/76 OBJECTIVES

1. By the end of FY 1976 develop and install system to obtain computer-produced biographic profiles.
2. By the end of FY 1975 develop and install system to produce clear-text printout of employee qualifications (Implementation of CENQUAL).
3. By the end of FY 1975, in conjunction with Cover Staff, to include cover information from Form 1551 as part of PERSIGN Project.
4. To convert all paper files of historical interests stored in SRB to microfilm/fische by the end of FY 1975.
5. By the end of FY 1975 to convert 25 cubic feet of hard copy OP documents in the Archives to microfilm.
6. To identify all successful personnel approaches/practices/systems in use throughout the Agency and disseminate findings to Directorate management by the end of February 1975.
7. To provide guidance to OP components in adopting the MBO style of management during FY 1974 and FY 1975. Satisfaction of this objective will result in the operation of at least one MBO project in each OP Division during FY 1975.
8. By the end of FY 1975 to install a system of continuous review of OP Memorandums and Notices to insure that none are in effect more than six months without reevaluation of their currency.
9. By the end of FY 1975 to establish a system to identify and notify all CIARDS participants at the end of their 33rd year of creditable service that in two years they will attain the maximum annuity benefits under CIARDS.
10. By the end of FY 1975 to develop and distribute a comprehensive handbook on the insurance programs available through the Agency.
11. By the end of FY 1975 develop a check sheet for use of PCS travellers to facilitate overseas processing.
12. By the end of December 1974 to develop and publish suggestion awards booklets for supervisors and employees to stimulate participation in the Suggestion Awards Program.
13. By 31 March 1975 establish for reporting purposes a data base for minority contract employees.

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14. By 31 December 1974 prepare a brochure for professional applicants which can be given wide distribution by recruiters describing the true nature of the Agency missions and functions, etc., in order to dispel misconceptions of Agency employment among minority groups and thereby make Agency employment more attractive to these groups.
15. By 30 September 1974 identify all major sources for recruitment of minority groups and women. Quarterly thereafter, review Agency recruitment efforts to ensure that the recruiters are in contact with those sources.
16. By the end of FY 1975 to increase the percentage of clericals hired in the local area* by 10% over the average for the last three years.
17. By the end of FY 1975 to accomplish those objectives established by the Director's approval of the Affirmative Action Plan for the Employment of the Handicapped.
18. To ensure that the average time employees spend in the TAS does not exceed 2.5 weeks during FY 1975.
19. Ensure that 50% of the Agency Co-ops graduating in FY 75 are put in process for staff employment.
20. Ensure that 12 Black applicants are put in process for the 1975 Summer Intern Program.

* Local area is defined as that area within a 50-mile radius of Washington, D. C.

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OC-M-74-290

10 MAY 1974

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : Office of Communications FY-1975 and FY-1976
Office Level Objectives
REFERENCE : DD/M&S 74-1551 dated 13 May 1974

Attached is a list of the FY-1975 and FY-1976 office level objectives for OC as requested by the reference.



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Office of Communications
FY-1975/76 Objectives

Office Level

- C57901 (Formerly DCO Objective #2)
During FY-1975, each OC element will review 20% of its activities, using the reviewing system developed and approved in FY-1974.
- C57902 (Formerly DCO Objective #3)
During FY-1975, each OC element will measure the progress toward the achievement of program objectives of on-going programs, using the evaluation and performance measuring system developed and approved in FY-1974.
- C57903 (Formerly DCO Objective #8)
During FY-1975, OC will develop a system to continuously monitor and evaluate the [REDACTED]
[REDACTED]
[REDACTED]
evaluation system will assure that all validated covert equipment requirements are supported by first, available equipment, and second, by procurement of appropriate equipment.
- C57904 (Formerly DCO Objective #10)
In FY-1975, the Office of Communications will install a hold and forward switching system in the Data Communications Facility to handle a projected 20-25% increase in workload without additional personnel. The system must be able to instantaneously and automatically relay data messages. Additionally, the new switching system will provide a capability to handle eight times as many data circuits (32) within the existing area.
- C57905 (Formerly DCO Objective #14)
In FY-1975, the Office of Communications will study message reproduction requirements, and if warranted, proceed towards implementing an Advanced Printing and Reproduction System (APARS). The cost of this study is estimated at \$100,000.

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Office Level

C57906

(Formerly DCO Objective #17)

In FY-1975, the Office of Communications will procure and install a terminal switching, quality controlling, and resource allocating system in the Office of Joint Computer Services at an estimated cost of \$390,000.

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C57907



C67901

(Formerly DCO Objective #18)

In FY-1976, the Office of Communications will initiate the procurement, installation, and eventual activation of systems to provide high rate transmission of intelligence data from DD/S&T



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DD/M&S 71-1947
30 MAY 1974

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Office of Logistics Office Level Objectives -
FY 1975/1976

REFERENCE : Multiple Adse Memo dtd 13 May 74 fr DD/M&S,
subject: Management Conference - FY 1975

1. In response to the request contained in paragraph 2 of the reference, the following are FY 1975/1976 objectives of Office level interest, which we will be prepared to report on at your convenience:

a. FY 1975

(1) By 30 June 1975, enter on duty, for the Office of Logistics (OL), five Logistics Officer trainees; five engineers; two procurement officers or contract negotiators; and one printing management trainee, in our continuing effort to bring new young talent into OL. (Personnel and Training Staff)

(2) By 30 June 1975, enter two black professionals on duty. (Personnel and Training Staff)

(3) In addition to inspection of new sources, reinspect or terminate the security approval (closeout) of 80 percent of the OL contractor facilities authorized to have access to Agency classified material. (Security Staff)

(4) Program for the professional development and specialized training of all Real Estate and Construction Division engineers, technicians, and real-property officers, to continue from FY 1975 through FY 1983. (Real Estate and Construction Division)

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SUBJECT: Office of Logistics Office Level Objectives -
FY 1975/1976

(5) Reactivate the Building Planning Staff through the recruitment of contract professionals and, during FY 1975 and FY 1976, conduct the necessary surveys, research, analyses, and planning to determine Agency facilities requirements for a new special-purpose building on the Headquarters site. That work is to result in a program document, for approval, which will consist of budgetary estimates of requirements, timing, organizational posture, and design/construction process recommendations. (Real Estate and Construction Division) (Note: This objective relates, in part, to Objective Number (1) above.)

(6) In cooperation with the Plans and Programs Staff, the Office of Joint Computer Support, and the Office of Finance, develop, implement, and maintain the new CONIF III contract information system as it applies to OL. (Procurement Management Staff)

(7) In cooperation with the Budget and Fiscal Branch and Office of the Comptroller, develop a more accurate and responsive Procurement Plan system for assessing and managing Agency procurement activity. (Procurement Management Staff)

(8) By 31 December 1974, develop a feasibility plan for consolidation of the Agency courier system. (Logistics Services Division)

(9) Establish a system for, and conduct, quarterly meetings with area logistics and administrative personnel to evaluate and exchange views regarding service; and to communicate on problems, developments, and new concepts related to Logistics Services Division responsibilities. (Logistics Services Division)

(10) Establish a capital equipment replacement/acquisition plan in conjunction with Headquarters Engineering Branch, Real Estate and Construction Division, and General Services Administration related to the new Standard Level User Charge (SLUC) procedures. (Logistics Services Division)

SUBJECT: Office of Logistics Office Level Objectives -
FY 1975/1976

(11) Provide senior management with quarterly statistical data demonstrating the benefits of consolidation of the garage facility at Headquarters. (Logistics Services Division)

(12) Maintain a continuing 3-year closeout concept for contract settlement actions. (Procurement Division)

(13) Undertake and fully implement the newly assigned responsibility of being the Agency's single point of contact for assuring compliance with the Federal regulations concerning the acquisition of Automatic Data Processing equipment. (Procurement Division)

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(15) By 30 June 1975, complete the actions necessary for the closeout and disposition of the Logistics contingency stockpile presently located at [REDACTED] (Supply Division)

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(17) Conduct a study to determine, and eliminate where possible, any redundant operations of Supply and Procurement Divisions. (Plans and Programs Staff)

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SUBJECT: Office of Logistics Office Level Objectives -
FY 1975/1976

(18) Continue with the review, begun in FY 1974, of automated text processing systems and techniques and implement those systems which have been approved. (Printing Services Division)

(19) Install new silver recovery equipment to achieve both a higher rate of recovery and improved efficiency of manpower used in the recovery process. (Printing Services Division)

b. FY 1976

(1) By 30 June 1976, enter two additional black professionals on duty. (Personnel and Training Staff)

(2) Program for the professional development and specialized training of all Real Estate and Construction Division engineers, technicians, and real-property officers, to continue from FY 1976 through FY 1983. (Real Estate and Construction Division)

(3) Continue the surveys, research, analyses, and planning, begun in FY 1975, to determine Agency facilities requirements for a new special-purpose building on the Headquarters site. That work is to result in a program document, for approval, which will consist of budgetary estimates of requirements, timing, organizational posture, and design/construction process recommendations. (Real Estate and Construction Division)

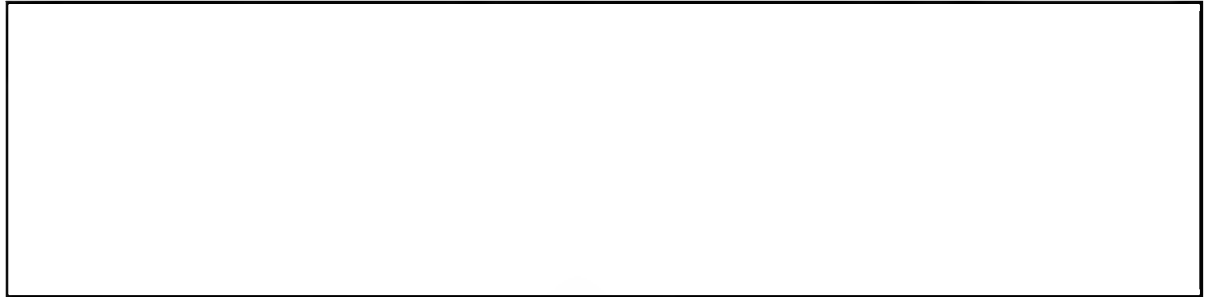
(4) Continue with the implementation of the CONIF III contract information system to insure the proper interface between Office of Finance and OL systems, and the integration of data of both Offices within the CONIF III system. (Procurement Management Staff)

(5) Continue the system of conducting quarterly meetings with area logistics and administrative personnel to evaluate and exchange views regarding service; and to communicate on problems, developments, and new concepts related to Logistics Services Division responsibilities. (Logistics Services Division)

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SUBJECT: Office of Logistics Office Level Objectives -
FY 1975/1976

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(7) Continue with the approved stockage plan for contingency materiel at [redacted] (Supply Division)

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(8) Continue with those objectives established for FY 1975, which are continuing in nature; using base-line measurements established in FY 1975, show actual achievement through FY 1976. (Printing Services Division)

2. In addition to the Office level objectives described above, we have 27 additional objectives which are of interest and concern at the Division or Staff level. For control purposes, we intend to number each objective according to the format used in the attachment to the reference, using "C" in the first position to identify Office level objectives and "D" for those of Division or Staff level concern.

3. Director and Directorate objectives described in the attachment to the reference and assigned to OL for action/coordination have been assigned to appropriate action offices within OL. Those action offices will develop action plans and perform the necessary coordination of milestones with other interested elements in preparation for the first management conference in October.

[redacted]

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Francis J. van Damme
Director of Logistics

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31 MAY 1974

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Office Level Objectives -
Fiscal Years 1975 and 1976

REFERENCE : Your memo to D/MS, dated 13 May 1974,
Subject: Management Conference - FY 1975
(DD/M&S 74-1551)

1. As requested in reference, attached is a list of Office Level Objectives for the Office of Medical Services for Fiscal Years 1975 and 1976.

2. We have also adopted a numbering system which will be helpful in the identification of the objectives. The system is described as follows:

Letters - Indicates the component within OMS responsible for the objective.

First two numbers - Fiscal Year the objective relates to.

Second two numbers - A sequence number for the objective.

Acting Director of Medical Services

Attachment

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OFFICE OBJECTIVES
FY 1975 AND FY 1976

OFFICE OF MEDICAL SERVICES

Office of the Director:

- DMS - 7501 Review 20% of OMS activities, determine whether still justified, and develop performance evaluation.
- MSDO - 7502 Continued development of the Central Headquarters Diagnostic Facility (CHDF). Conduct, in conjunction with overseas installations, trials of exchange of medical data, case information and laboratory specimens in FY 1975.
- MSDO - 7503 Continued development of the Information Processing System as it pertains to CLINSTAT and MEDSIGN. Joint with OJCS.

Support Division:

- SD - 7504 Implement the conversion of dependent medical records to the unit record system.
- SD - 7601 By 30 June 1976 complete a study of the scheduling procedures for all physical examinations, and if appropriate, establish an element for centralized scheduling of examination activities.

Selection Processing Division:

- SPD - 7505 Complete a review of Standards and Procedures for selection by 30 June 1975.
- SPD - 7506 By 30 June 1975 develop and implement an overseas educational program for dependents prior to overseas assignment.

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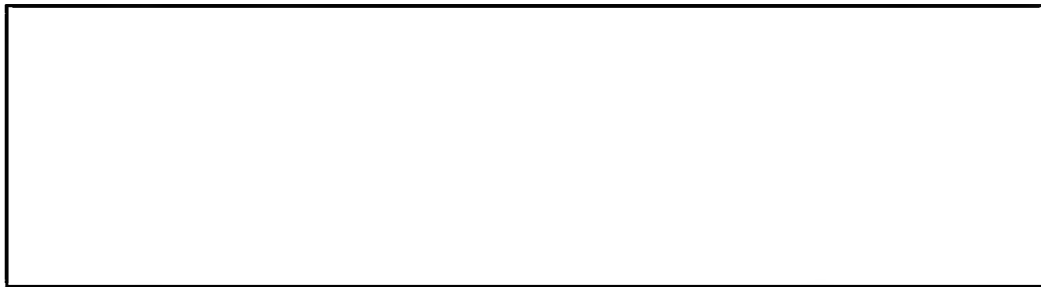
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SPD - 7602 Develop a pilot program in Xerography/
Mammography for special radiological eval-
uation.
(If funds are made available, this pro-
gram would be implemented in FY 1975).

Clinical Division:

CD - 7603 Determine the feasibility of performing
medical evaluations on all Agency per-
sonnel with Multiphasic Testing.

Psychiatric Staff:



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PS - 7509 In FY 1975 conduct an evaluation, review,
and analysis of overall Psychiatric Staff
organizations and functions.

Psychological Services Staff:

PSS - 7510 By 30 April 1975 have the computerized
Test Interpretation and Reporting System
for the Professional Applicant Test Bat-
tery (PATB) fully operational.

PSS - 7511 In FY 1975 develop objectives for the
Research and Counseling Programs for im-
plementation in FY 1976.

Operations Division:

OD - 7512 During FY 1975 expand the coverages in
ongoing training in first aid and emer-
gency procedures and to provide refresher
training at shorter intervals.

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OD - 7513 Accomplish the transfer of the Person-to-Person Access Program from the DDO to OJCS.

OD - 7514

OD - 7604

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Field Support Staff:

FSS - 7515 By June 30 1975 provide a system for the collection and analysis of data on all cases of significant illness occurring among Agency employees and dependents overseas. Permit reliable estimates of the incidence of illnesses; the effectiveness of specific medical facilities and the degree of medical risk associated with geographical location, occupation, pre-existing medical condition, etc.

FSS - 7605 Commencing in July 1975 have in operation a training program that will provide for the continuing professional education of Agency physicians assigned overseas (Regional Medical Officers). (If funds are made available, this program would be implemented in FY 1975).

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DTR-0233

31 MAY 1974

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : FY 1975 and FY 1976 Office Level Objectives
REFERENCE : Memo dtd 13 May 1974 to DTR fm DD/M&S;
subj. Management Conference - FY 1975

As requested, a list of the Office of Training's FY 1975 and FY 1976 Office level objectives is attached. Arranged by OTR organizational unit, each objective responds to previously defined unit level effectiveness areas.

[Redacted Signature Box]

Alfonso Rodriguez
Director of Training

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FY 1975 - FY 1976 Objectives
Functional Training Division

1. During FY 75 and FY 76, establish and maintain liaison with all COINS users to assure that the training program accurately reflects changes in the COINS net.
2. By mid-FY 75 evaluate the utility of ARPANET facilities, programs, files, and trends to support or enhance current and future information science training programs.
3. Continue during FY 75 and FY 76 as facilities and personnel may permit, to organize and conduct special training, refresher, or seminar activities in information science applications.
4. Develop and implement during FY 75 analyst training programs designed to meet the needs of intelligence analysts at the basic, intermediate, and senior levels.
5. Beginning in FY 75 ensure that all Agency supervisors are trained in EEO programs, procedures, and complaint processing.
6. Design and conduct courses in "Management By Objectives" in support of the current M&S and OTR FY 75/76 Objectives.
7. By 31 December 1974, in conjunction with the Office of Finance, develop a curriculum of accounting, budgeting, and financial management courses tailored to Agency requirements with initial offerings to be made in the third quarter of FY 75.
8. In coordination with SA/OT and NOCB, assist NOCB in planning and offering a revised training program for the NOC officer.

FY 1975.- FY 1976 Objectives
Intelligence Institute

1. Implement by the end of CY 1974 a program of research and study of the intelligence process, and introduce a new format for the discussion of important substantive and procedural issues in intelligence.
2. During FY 1975 conduct on-going programs of the Intelligence Institute, including courses, visits by and briefings of outside groups, and the guest speaker program.
3. During FY 1975 review objectives, validate content, and restructure or modify selected courses conducted by the Intelligence Institute.
4. During FY 1975 plan professional development of staff personnel using time not spent in preparing for or conducting courses.
5. By 1 January 1975 develop and use tools for better planning of courses, including scheduling, assignments of instructors and training assistants, and use of facilities.
6. During FY 1975 examine the adequacy of coverage of Equal Employment Opportunity (EEO) programs in courses offered by the Intelligence Institute, and recommend action to provide adequate coverage.
7. By the end of FY 1975 develop an annotated bibliography on intelligence.

8. During FY 1975 develop case studies, games handouts, video tapes, and other materials for use in Intelligence Institute courses.

9. During FY 1975 investigate the feasibility of designing evaluation instruments for use in testing and assessing student performance in selected Intelligence Institute courses.

ADMINISTRATIVE - INTERNAL USE ONLY

FY 1975 - FY 1976 Objectives
Language Learning Center

1. Increase the effectiveness of language training by converting the curriculum of selected language programs to relate directly to Agency (and community) definitions of language proficiency during FY 75.
2. Conduct four four-week programs during FY 1975 in "total immersion" foreign language training, one each in German, Russian, French, and Spanish.
3. Revise oral and reading proficiency tests; retrain testing personnel as necessary during FY 75.
4. Achieve greater efficiency in language training by grouping students to the maximum extent possible during FY 75.
5. During FY 75, as part of the Language Development Program, analyze operating components' need for filling language designated positions with language qualified personnel, advise them of additional skills needed to be acquired through recruitment/training; special emphasis on DDO field positions.
6. During FY 75, begin implementation of training plans for LLC personnel based on training profiles developed in FY 1974.
7. Develop a prototype course by 30 June 1975, in cooperation with the Interagency Language Roundtable, suitable for adaptation to the particular needs of individual agencies within the U.S. Government. The language chosen for this prototype course is Chinese, but it should be applicable to other languages also.

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9. Contingent upon definitive findings being produced by the Psychological Services Staff/Office of Medical Services, initiate a program to replace existing testing instruments for foreign language aptitude with a more reliable measurement during FY 75.

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ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

FY 1975 - FY 1976 Objectives
Career Training Program

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1. Beginning in FY 75, select ☐ CTs (total of ☐ annually) twice a year, from a maximum of ☐ applicant files placed in process at any one time.
2. Without lowering other entrance standards, and making use of the findings of the CT Selection Study, select two CT classes in FY 75 whose members have EOD language skills equivalent to \$1 million worth of training.
3. Develop an evaluation format by the end of FY 74 for each CT training course and use those evaluations to help identify individual strengths, weaknesses, and probable career destination.
4. Complete the CT Selection Study and apply its conclusions to the modification of CT selection criteria by October 1974.
5. Debrief 20 former CTs after their first overseas tour to spot check the relevancy of CT training and the suitability of CT assignments by the end of FY 75 and provide feedback to the training faculty.

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ADMINISTRATIVE - INTERNAL USE ONLY

FY 1975 - FY 1976 Objectives
Plans and Development Staff

1. Develop a plan by 30 June 1974, implement by June 1975 a data base for training data which can ultimately be computer controlled.
2. Supervise the reorganization of the MBO System and the redefinition of the objectives and brief the DTR periodically for the purpose of making recommendations and modifications for improvement. (30 May 1974)
3. Complete the review of OTR curriculum in the Curriculum Committee, and by 31 December 1974 make recommendations to DTR.
4. Devise a plan for developing and maintaining OTR's professional skills, and make recommendations to the DTR by 31 December 1974.
5. Devise by 31 December 1974 a series of policy papers on the management of the training activities of OTR.
6. Evaluate by 30 September 1974 the training of instructors, and devise a plan for augmenting present instruction.
7. Activate a system of professional committees in OTR by 31 December 1974.
8. Establish a Media Center in Headquarters Building by 31 December 1975.
9. Complete the staff work required to support OTR's contribution to the Agency's PDP in the form of instruction regarding Training Profiles.

ADMINISTRATIVE - INTERNAL USE ONLY

FY 1975 - FY 1976 Objectives
Services and Registration Staff

1. By the end of FY 1975, review the Agency Training Record (ATR) and redesign the ATR to make it more responsive to new or revised requirements.
2. Simplify and improve procedures in the administration of the Agency's External Training Program and effect saving of one personnel position by the end of FY 75.
3. Increase participation in the Agency's Off-Campus Program by 20% in FY 1975.
4. Continue in FY 75 and 76 to maintain close and effective working relationships with Component Training Officers by organizing joint Directorate Training Officer meeting on at least a semiannual basis.
5. Through development and implementation of a Word Processing Center, increase clerical support production and at the same time decrease clerical personnel costs by at least \$35,000 during FY 1975, with a further reduction of \$50,000 by the end of FY 1976.
6. Reduce OTR record holdings by 15% in FY 1975 and effect an additional 10% reduction during FY 1976.
7. Establish a mechanism to determine cost effectiveness benefits of sponsored long-range (more than one semester) full-time academic training by the end of FY 1975.
8. Reduce number of security violations in OTR by at least 15% during FY 1975.
9. Report on the feasibility of a central telephone answering system concept in OTR during FY 1975.

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